

Job Satisfaction as a Key Driver of Employee Engagement in Hybrid Work Model: Evidence from Work–Life Balance, Supervisory Support and Workload

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Abstract

This study examines the impact of work-life balance (WLB), supervisory support and workload on employee job satisfaction (JS) in the hybrid work model. Data is collected from 225 employees with more than 2 years of experience in the hybrid model. Findings outline that workload, WLB & supervisory support are strong predictors of JS. Through the creation of healthy work environments and ensuring balanced workload, supervisors are able to keep employees satisfied enough for them to be engaged at their jobs. This study highlights that an integrated HRM approach is important for enhancing well-being among employees and for aligning objectives for long-term operational efficiency in hybrid workplaces.

Keywords – Hybrid Working, Work-life Balance, Employee Engagement, Workload, Remote Working

1. Introduction

With the changing landscape and the rise of AI, businesses are rapidly moving towards a hybrid workspace. Technology utilisation and versatility in the workplace are emphasised as elements that facilitate hybrid work. (Lauring & Jonasson, 2025) A three-dimensional paradigm that takes medium, place, and temporality as factors might help to comprehend hybrid model. An adaptable workplace not only includes typical office-based roles but also incorporates flexible work-from-home routines is known as a hybrid workplace.

(Tabatabaei, 2024) Organisations must leverage expertise as an essential asset to connect their principles and conventions with the expectations of the creative era. Digital expansion enabled a need for a proficient staff capable of executing corporate activities in a hybrid mode. (Goswami & Jena, 2024) Overseeing a remote workforce has introduced several new obstacles. IT businesses need to focus more on such practices due to a lack of IT & AI competent employees.

Employees in organisational contexts actively influence outcomes and contribute to securing

competitive advantage; they are not merely static assets. In any organisation, skilled and competent employees are the most valuable asset. The changing landscape resulted in an upsurge in the value of skilled and AI-competent employees, who can perform duties seamlessly in a changing scenario. This led to the necessity of retaining talent and providing them with a flexible work environment that supports work-life balance and has a connection to employee engagement.

(Elsahoryi et al., 2022) Job satisfaction may be described as employees' inclination towards the organisation or enterprise. (Adwan et al., 2024) Retention and motivation are two possible avenues via which job satisfaction may influence business profitability and efficiency. A satisfied employee who remains with the business in the long run not only reduces costs due to rehiring but also promotes efficiency and boosts organisational productivity.

(Gazi et al., 2024) Organisational effectiveness in workplaces is profoundly affected by the link between employees' job behaviour and satisfaction with their jobs. The workplace has an impact on productivity at work, which is typically linked to satisfaction with work. With a rapidly changing

scenario (Raziq & Maulabakhsh, 2015) significant problem is to satisfy personnel while adapting continuously evolving and shifting setting.

This article emphasises the impact of hybrid culture in IT businesses on workload, supervisory support, and work-life balance, and its relation to job satisfaction. This study will draw meaningful consequences for scientific reconsideration, subsequent studies and applications in the hybrid workplace.

2. Literature Review & Hypothesis Formulation

2.1 Work-life Balance (WLB)

Work-life balance has become an emerging topic in the changing scenario and adoption of the hybrid work model. (Kerdpitak & Jermstipparsert, 2020) WLB pertains to the equilibrium between professional obligations, familial duties, and individual pursuits. While performing formal obligations, employees need to strike a balance between work and personal life. (Nassani et al., 2024) Work-life balance impacts professionals' financial, social, emotional, and psychological health. (Brailovskaia et al., 2024) The mental well-being and work-life balance of employees are critical to an organisation's competitiveness. (Susanto et al., 2022) Employers have begun to emphasise the introduction of diverse HR practices and initiatives, notably WLB. Based on literature, following hypothesis are formulated:

H1: There is a positive impact of work-life balance on job satisfaction.

2.2 Workload (WL)

Workload is the most passive factor which aligns with employees' satisfaction with their respective jobs. Workload generally aligns with the duty roster, working hours, shifts, and holidays. (Spagnoli et al., 2020) workload influenced the prediction of excessive working hours. (Giroth, 2024) workload ascertain the degree of performance among employees. Workload aligns with the work-life balance, as heavy workload creates a burden on employee, while a workload is not adequate it reduces the efficiency of employees. Based on literature, following hypothesis are formulated:

H2: There is a negative impact of high workload on job satisfaction.

2.3 Supervisory Support (SS)

(Rogiest et al., 2018) Leadership is often regarded as a crucial factor in enhancing commitment throughout organisational transformation. (Goswami & Jena, 2024) Ineffective leadership is a pervasive workplace issue that adversely affects many businesses by fostering a harmful atmosphere at work. (Raziq & Maulabakhsh, 2015) Businesses have no room for dissatisfied employees because their performance won't meet supervisors' norms or standards. Based on the literature, following hypothesis are formulated:

H3: There is a positive impact of supervisory support on job satisfaction.

2.4 Employee Engagement (EE)

(Lo et al., 2024) One crucial factor is job engagement, defined as the level of emotional attachment to employment. (Xiao et al., 2024) Satisfaction with job has the potential to increase employee engagement and enthusiasm, which subsequently can boost output. (Schaufeli et al., 2006) Work engagement is a form of good mental wellness associated with job satisfaction and is often considered the opposite of stress. Based on literature, following hypotheses are formulated:

H4: There is a positive relationship between Job Satisfaction and employee engagement.

3. Research Methodology

3.1 Participants & Procedure

This study adopts a structured questionnaire to examine the impact of WLB, Workload, Supervisory Support, and Employee Engagement on employees' satisfaction with their respective work in a hybrid model. Participants with a minimum of 2 years' experience in a hybrid work model from IT industry are selected for this study using a convenience sampling method. Data from 240 IT professionals was collected, from which 225 responses were fit for study.

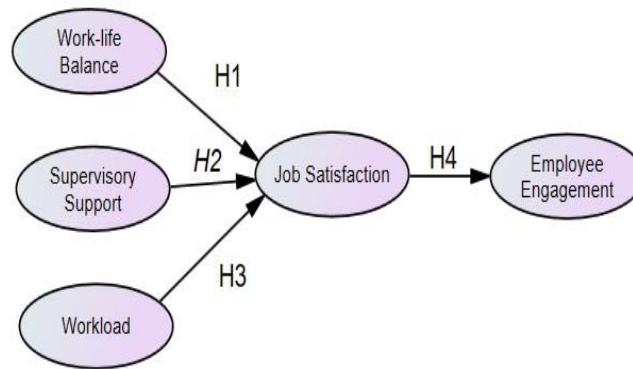
3.2 Measures

This study's measuring items were modified from the literature and evaluated on a 5-point Likert scale. Job Satisfaction was evaluated using a 4-item scale from (Brayfield & Rothe, 1951) Index of Job Satisfaction. The dependent variable, employee engagement, tested using a 4-item scale from

(Schaufeli et al., 2002) Utrecht Work Engagement Scale, and the independent variables WLB, were measured using a 4-item scale by (Haar et al., 2014; Talukder et al. 2018). (Talukder et al., 2018) 3-item

scale is used to quantify supervisory support, while (Ahmad et al., 2020; Heimerl et al., 2020) 4-item scale was used to measure workload.

Figure1: Proposed Model



Source: Author's Compilation

4. Data Analysis & Results

4.1 Demographic Analysis

Table 1.1 outlines the demographic profile of selected IT employees performing duties in the hybrid model. The study includes 62.2% male

respondents, followed by 37.8% females; this variation aligns with the higher employability of male respondents in the IT sector. The majority, 41.3%, belong to the 25-35 years age group, while 62.7% of respondents have more than 4 years of experience, with 40% earning between Rs. 40,000 and Rs. 80,000.

Table 1.1 Demographic data of Respondents

Demographics of Respondents		F	%
Gender	Male	140	62.2
	Female	85	38.8
Age Group	Below 25 years	83	36.9
	25 - 35 years	93	41.3
	35 – 45 years	36	16
	Above 45 years	13	5.8
Total Work Experience	2 – 4 years	84	37.3
	4 – 6 years	79	35.1
	6 – 8 years	42	18.7
	8 years & above	20	8.9
Monthly Income	Below Rs. 40,000	59	26.2
	Rs. 40,000 – 80,000	90	40
	Rs. 80,000- 1,20,000	44	19.6
	Above Rs. 1,20,000	32	14.2

Source:- Author's Calculation

4.2 Common Method Bias (CMB)

CMB is used to check the validity of data, as the questionnaire employed used the same scale to collect data for all constructs. The findings of Harman's single-factor test based on the eigenvalue demonstrate 47.808 % of the total variance

attributed to one factor alone. (Harman, 1967) CMB is not likely to exist when a single factor explains below 50% of the total variance.

4.3 Measurement Model Assessment

Table 1.2 demonstrates 5 constructs extracted: workload, work-life balance, job satisfaction,

employee engagement, and supervisory support based on eigenvalue >1, suppressing them at a value > 0.5. (Cronbach, 1951) Cronbach's α used to measure internal consistency reliability, with value >.9 denotes excellent reliability. As per the results, Cronbach's α is .938 which confirms reliability in

the data collected. Further internal consistency is validated using CR, (Fornell & Larcker, 1981) CR > 0.8 represents good internal consistency. AVE value for all constructs is above > 0.5 which aligns with (Hair et al., 2019) AVE > 0.5

Table 1.2: Factor Loadings, CR, AVE

3	Item	Factor Loading	CR	AVE	MSV
Workload	WL3	.861	.920	.741	.324
	WL2	.852			
	WL1	.844			
	WL4	.786			
Work-life balance	WLB2	.844	.922	.747	.430
	WLB3	.838			
	WLB1	.808			
	WLB4	.784			
Employee engagement	EE2	.828	.905	.705	.461
	EE3	.819			
	EE4	.814			
	EE1	.794			
Job Satisfaction	JS2	.785	.933	.776	.461
	JS3	.773			
	JS4	.772			
	JS1	.767			
Supervisory Support	SS2	.825	.834	.627	.315
	SS1	.794			
	SS3	.793			

Source: Author's Calculation

Table 1.3 outlines the KMO value of .920 (Kaiser, 1974) Values greater than 0.90 are marvellous for applying CFA. (Hair et al., 2019) values > 0.7 are optimal to apply CFA.

Table 1.3 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.920
Bartlett's Test of Sphericity	Approx. Chi-Square		3362.146
	Df		171
	Sig.		.000

Source: Author's Calculation

4.4 Model Fit

Table 1.4 outlines the model fit indices for the measurement model: CMIN/DF = 1.294, CFI = .987, GFI = .921, AGFI = .895, TLI = .985, RMR = .024,

RMSEA = .036; all the values of indices are greater than (Baumgartner & Homburg, 1996; Hair et al., 2011; Hu & Bentler, 1999) threshold limit. AGFI = .895, which is close to > 0.9, therefore indicating a model fit aligning with values.

Table 1.4: Model Fit Indices

Indices	Value	Threshold Limit
CMIN/DF	1.294	< 3
CFI	.987	>.90
GFI	.921	>.90
AGFI	.895	>.90
TLI	.985	>.90
RMR	.024	<.05
RMSEA	.036	<.05

Source:- Author's Calculation

4.5 Path Results

Table 1.5 demonstrates path analysis results; as per the results, work–life balance ($\beta = 0.462$, $p < 0.001$) and supervisory support ($\beta = 0.286$, $p = 0.001$) have a positive impact on job satisfaction, whereas workload ($\beta = 0.246$, $p < 0.001$) also displays a significant impact on job satisfaction. Additionally,

employee engagement is very closely linked with job satisfaction since it is one of its main predictors ($\beta = 0.655$, $p < 0.001$). Eventually, all hypothesis were statistically significant and accepted, which undoubtedly provides an empirical foundation for the proposed model and confirms the role of job satisfaction in explaining employee engagement in a hybrid workplace system.

Table 1.5 Path Analysis results

Hypothesis	Path	Estimates	P-value	Results
H1	Job Satisfaction <-- Work-life balance	.462	***	Accepted
H3	Job Satisfaction <-- Supervisory Support	.286	.001	Accepted
H2	Job Satisfaction <-- Workload	.246	***	Accepted
H4	Employee Engagement <-- Job Satisfaction	.655	***	Accepted

Source: Author's Calculation

5.1 Discussion & Practical Implications

The study concludes that WLB, supervisory support, and digital workload positively impact employee satisfaction with their jobs, which in turn positively predicts employee engagement in the hybrid work model. (Susanto et al., 2022) pleasant work-life balance enhances job satisfaction and productivity. (Creagh et al., 2025) Findings of the study point to job satisfaction as the main mechanism through which work conditions become translated into higher engagement levels.

In hybrid work settings, organisations should focus on work–life balance and ensure line managers provide support, as well as work is designed in a way that can be managed effectively to increase job satisfaction, which will consequently lead to higher employee engagement. This study outlines the evidence that those organisations taking into consideration the interdependence of constructs such as work–life balance, supportive supervision and workload management can develop a satisfied and engaged staff force which contributes to organisational effectiveness in a hybrid workplace.

5.2 Conclusion

This study concludes that job satisfaction plays a crucial role in linking WLB, workload, and supervisory support with employee engagement in a hybrid working environment. Through the creation of healthy work environments and ensuring balanced workload, supervisors can keep employees satisfied enough for them to be engaged at their jobs.

This study highlights that an integrated HRM approach is important for enhancing well-being among employees and for aligning objectives for long-term operational efficiency in hybrid workplaces.

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